

**BY ORDER OF THE COMMANDER  
HQ AIR FORCE PERSONNEL CENTER**

**AIR FORCE PERSONNEL CENTER  
INSTRUCTION 90-202**

**8 MAY 2014**

***Special Management***

***AFPC GOVERNANCE PROCESS***



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**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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(Mr Michael K. Gamble)

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This instruction provides information on the purpose, scope, structure, roles, and membership for the Air Force Personnel Center (AFPC) Governance Process. The process utilizes an advisory structure (AS) comprised of the AFPC Council, AFPC Board and Working Groups (WGs). Duties and responsibilities of the chairs and members are described below in this publication. AFPC/CC, advised by the AFPC AS, has final decision authority over issues submitted via the AFPC Governance Process.

Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command.

This instruction does not apply to Air Force Reserve Command (AFRC) units or the Air National Guard (ANG). Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). This publication may not be supplemented or further implemented/extended.

The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier

numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items. Refer to attachment 1, Glossary of References and Supporting Information.

## ***SUMMARY OF CHANGES***

This instruction has been substantially revised and must be completely reviewed. Identifies tiered waiver authorities for unit level compliance items.

### **1. Role of Governance Process Structure.**

1.1. The AFPC AS is designed to increase management effectiveness and improve cross-functional decision making by providing a forum where senior AFPC leaders can apply their collective judgment and experience to affect major programs, objectives and issues. The governance process ensures supporting and dissenting opinions for all major decisions are captured to enable senior Command leadership to make informed decisions.

1.2. The AFPC AS will make recommendations relating to, but not limited to, the following domains: customer service, budget and manpower, training, career development, policy and program oversight, business process improvement, new program development and other program initiatives, data and information systems, facilities and governance.

1.3. The governance process will capitalize on the members' experience and knowledge to facilitate open discussions and improved recommendations not possible in customary staffing actions. Members represent their particular functional areas, but are also required to take Command-wide, vice functional, perspectives in order to make advisory recommendations. The strength of the governance process is the consistency of reviews tied to successive staff levels. Full participation is expected of all Board and WG members.

1.4. Since the various WGs represented are the bedrock for AFPC's programs and processes, they serve as the initial entry point (voice) via their functional representatives, into the Center's day-to-day business activities. The AFPC Commander (CC) expects each WG chair to provide their full support and participation.

### **2. Structure.**

2.1. The AFPC advisory structure is a hierarchical three tier structure comprised of the following echelons: AFPC Council, AFPC Board and WGs. See Attachment 2, AFPC Governance Process.

2.2. The AFPC AS secretariat resides in the Directorate of Staff (AFPC/DS) and provides oversight for all AS activities (see [paragraph 5](#)).

2.3. In general, all issues requiring AFPC Council approval are elevated through the AS as depicted in Attachment 2. Specifically, issues start at the WG level and continue through the AFPC Board to the Council. **Exceptions:** Issues that require no prioritization, or where timeliness or efficiency warrants specific review at only specific levels, may bypass the WG level review. Exceptions must be agreed to in advance of scheduling by the sponsoring directorate, AFPC AS secretariat and (if appropriate) AFPC/CC or AFPC/CA.

### **3. Membership.** Content below is also represented in Attachment 3, Advisory Structure.

### 3.1. AFPC Council.

3.1.1. Chair: AFPC/CC.

3.1.2. Vice Chair: AFPC/Executive Director (CA).

3.1.3. Members: AFPC/CCC, AFPC/DS, Directors and Directorate senior CMSgts.

3.1.4. Advisors: Judge Advocate (JA), Financial Management (FM) and others as required [e.g., Associate Directors].

3.1.5. Non-Voting Members: AFPC/CCG and AFPC/CCR.

### 3.2. AFPC Board.

3.2.1. Chair: DS.

3.2.2. Members: Associate Directors and Deputy Directors.

3.2.3. Advisors: JA, FM, Training (DPL) and others as required.

3.2.4. Non-Voting Members: AFPC/CCG and AFPC/CCR.

### 3.3. WGs.

3.3.1. Chair: WG Specific, as mentioned in paragraph 4.

3.3.2. Members: WG Team members.

3.3.3. Advisors: JA, FM, DPL and others as required.

## 4. Governing Bodies.

### 4.1. AFPC Council.

4.1.1. AFPC/CC, advised by the AFPC Council, has final decision authority over issues submitted by the Board.

4.1.2. The Council will provide an overarching framework for governing the organization by establishing strategic priorities, making level-appropriate recommendations and overseeing AFPC enterprise processes. Specifically, the Council will make strategic planning, funding and budgeting, business and technology alignment, enterprise portfolio management, organization design and AFPC-wide technology acquisition recommendations. See Attachment 2 for a consolidation of all governing body decision levels.

4.1.3. Membership is restricted to incumbents from the following offices: CCC, DS, Directors and Directorate senior CMSgts. Deputy Directors will attend in the incumbent's absence. Others will attend by Council invitation. Technical or subject matter advisors will be used at the discretion of the AFPC Council. Examples of advisors include: JA, FM, DPL and Associate Directors. Non-voting members are CCG and CCR.

4.1.4. The OPR for the issue being reviewed is responsible for the completion of assigned tasking. See paragraph 7 for administrative requirements.

### 4.2. AFPC Board.

4.2.1. The AFPC Board is the operational oversight level of the strategic plan and has the authority to execute, administer and ensure AFPC's strategic goals are met. The Board will make strategic service delivery decisions including, but not limited to, service delivery portfolio management, cross-directorate and/or cross-program integration and organizational design modifications. See Attachment 2 for governing body decision levels.

4.2.2. The Board will decide if the WG should settle an issue or forward to the AFPC Council, along with the WG's recommendation and any group members' dissenting opinions. The Board reviews issues and decisions submitted by the WG chairperson and forwards to the AFPC Council for consideration/action.

4.2.3. The AFPC/DS, or a designated alternate, is the Board chairperson. Group membership is comprised of Associate Directors and Deputy Directors. Advisors include JA, FM, DPL, and others as required. Non-voting members are CCG and CCR.

#### 4.3. AFPC WGs.

4.3.1. WGs serve as the initial point of entry for issues requiring review of resources and non-resource issues covering major AFPC strategic programs and mission support areas. The WGs ensure the resources for AFPC programs and mission are fully validated, adequately justified and properly identified and/or allocated using standard business case analysis processes and procedures. Non-resource issues submitted for review will be fully justified and documented. Each WG determines the issues to be reviewed and prioritizes its programs for presentation to the AFPC Board. CC, CA, or DS may assign issues to the appropriate WGs. WGs develop and recommend courses of action for issues/actions as necessary.

4.3.2. WG Designations. There are seven standing WGs supporting AFPC's programs and mission. WGs convene, as necessary, and make decisions within their scope of responsibility. Each WG provides the Board with integrated and coordinated recommendations on decisions requiring allocation of resources. The WG chair will appoint an action officer (AO) (lead integrator) to prepare the briefing package for presentation to the Chairperson and WG members.

4.3.2.1. Financial Management. Gather and validate inputs for the following cross-cutting financial issues: Program Objective Memorandum, Execution Plan, Initial Distribution, End-of-Year Distribution, Work-year Execution and Central Air Force Nonappropriated Fund (NAF) Budget Development and Annual Execution. Chairperson is AFPC/FM or as designated by AFPC/DS. Membership is composed of directorate and special staff financial resource advisors and appropriate personnel as assigned or recognized by the Chair.

4.3.2.2. Program Administration and Innovation. Review customer service and effectiveness/efficiency metrics for A1 programs executed at AFPC; identify metrics-driven business line improvement recommendations; and identify, coordinate, and de-conflict cross-programs issues/requirements. Chairperson is Deputy Director for Personnel Programs. Membership includes Associate Directors and appropriate personnel as assigned or recognized by Chair.

4.3.2.3. Facilities. Responsible for space allocation and building-wide issues. Chairperson is AFPC/DSF or as designated by AFPC/DS. Membership is composed of facility representatives, AFPC/FM, Safety Office representative and personnel assigned by the director where the issue resides. Directorates and/or special staffs submit requirements/issues to the chairperson for resolution and presentation to the AFPC Board. Air Force Personnel Operations Agency (AFPOA) is invited as a non-voting member.

4.3.2.4. Training. Validate and prioritize all AFPC-sponsored education and training projects (external and internal training); ensure all education and training is responsive to the program needs to enable people to execute processes effectively and efficiently; ensure training programs align to AFPC competency models. Chairperson is AFPC/DPL or as designated by AFPC/DS. Members include Associate Directors and others as deemed appropriate by the Chair.

4.3.2.5. Talent Management. Designed to focus on personnel development, succession planning and identifying and documenting the knowledge, skills and abilities (KSAs) employees required in order to be successful in working in a shared service and matrix organization. Also responsible for assessing AFPC personnel requirements; updating AFPC competency models; establishing and defining career ladders (cross-tier/cross-program); executing AFPC's development positions; proposing personnel placement with employee development requirements and organizational needs; facilitating succession planning; and engaging with the Diversity Council to ensure AFPC population is representative of entire AF. May include issues addressed in AFI 36-502, *Managing Civilian Personnel Resources*. Chairperson is AFPC/DSH or as designated by AFPC/DS. Members include Talent Management designees for officer, enlisted, APF and NAF personnel and others as deemed appropriate by the Chair. AFPOA is invited as a non-voting member.

4.3.2.6. Information Technology (IT). Submit/prioritize requirements and system change requests based on current AF/A1 policy. Chairperson is the Deputy Director for Technology and Information or as designated by AFPC/DS. Members include directorate deputies, Associate Directors and AFPOA. The AFPC IT representative serves as the AO for working all IT issues imposed by the Chief Information Officer (AFPOA). AFPOA and Air Reserve Component (ARC) CCR are invited as non-voting members.

4.3.2.7. Emergency Management. Review compliance of AFPC Contingency of Operations Plan (COOP), Business Continuity Plans and Mission Essential Functions. AFPC/DS designates the chair and identifies membership.

4.3.2.8. Ad Hoc. Set up for a specified period to work particular issues not covered in the above functional areas. AFPC/DS designates the chairperson and the chairperson identifies membership.

4.3.3. In general, the WG chairperson determines membership to include, as a minimum, representatives from appropriate functional and cross-functional staff elements within AFPC. When appropriate, the chairperson may also serve as the group member for his or her respective directorate or special staff. The sponsoring directorate, or chief of special staff office, will prepare an appointment memorandum (listing primary and alternate

members' names and contact information) and forward it to the AFPC AS secretariat. The chair will appoint an AO to serve as focal point and be responsible for complying with the administrative requirements outlined in **paragraph 7**.

## **5. AFPC AS Secretariat.**

5.1. The AFPC AS secretariat resides in AFPC/DS and is responsible for establishing all governance procedures/process operations. The AFPC/DS will appoint his/her Secretariat Representative. Specific policies and duties include:

5.1.1. Ensures completeness of functional reviews by AOs, to include adequacy of data used and scoping of milestone schedule and determining appropriate levels for development and presentation to attain desired outcomes.

5.1.2. Ensures AOs are scheduling, tracking attendance, keeping records, providing minutes, publishing decisions and tracking status of actions for Board and AFPC Council activities. Minutes, decisions and other staff actions will be generated and coordinated by the AO of the sponsoring directorate and signed by the secretariat and chairperson prior to publication.

5.1.3. Reviews decision packages for completeness prior to Board and AFPC Council reviews.

5.1.4. Maintains a master schedule for all AS activities and synchronizes the schedule with significant A1 and HAF planning events and deadlines.

5.1.5. Determines the appropriate timing and flow of activities throughout the AS, when issues will be elevated to the next higher level in the AS after approval by the Chair.

## **6. Initiating the Decision Making Process.**

6.1. AS will use the decision making process outlined in Attachment 4 unless otherwise directed by AFPC/CC, CA, or DS.

6.2. Initially, issues can be delegated to a WG by the AFPC Council or Board or originate from a WG, Directorate, or program line.

6.3. Directorate or program line-specific issues will formulate their issue and initiate an Ad Hoc WG. This Ad Hoc WG will comply with administrative guidelines (paragraph 7) and the decision making process (see Attachment 4).

6.4. The sponsoring WG will prepare an appointment memo (listing primary and alternate AO contact information) and forward to the AFPC AS secretariat. Suggested appointees will include colonels, their civilian equivalents, or (if necessary) lieutenant colonels or their civilian equivalents who will represent the director's or chief of special staff's view on issues presented to the group.

6.4.1. The AO will comply with administrative requirements outlined in paragraph 7.

## **7. Administrative Requirements.**

7.1. Scheduling Meetings. The AS secretariat will schedule AFPC Council and Board meetings. Meetings will be held quarterly. The chairperson may convene special meetings as required. Pre-briefs will be provided as determined by the appropriate chairperson.

7.1.1. The WG chairperson schedules meetings, as necessary, to review AFPC strategic programs and mission support areas for presentation to the AFPC Board. AOs are responsible for scheduling a meeting room (or appropriate virtual meeting space) large enough for the membership and notifying attendees of the date, time, location, subject and security classification (if applicable).

7.2. Meeting Attendance. The chairperson will determine attendance requirements. Attendance at these meetings may be restricted to members and, as required, functional experts and program managers. The majority of voting members, or approved alternates, present shall constitute a quorum for the transaction of business. If a quorum is present at a meeting, the actions taken shall reflect as the action of the Board or Council.

7.3. Briefing Slides. The AO will provide electronic copies of briefing slides using, at a minimum, the format at Attachment 5.

7.4. Documentation and Information Management. Each AO will keep a record file including, but not limited to, schedules, minutes, briefings, decision memorandums and status of actions. Use template at Attachment 6 to record minutes. This documentation will be forwarded to the secretariat once the decision making process is complete for a specific issue.

7.5. Elevating Issues to the Next Level of the AFPC AS. Issues will be elevated to the next higher level in the AFPC AS after governing body chairperson and membership approval or when called forward by the convening authority at the next higher level of the AS.

7.6. Status of Actions. For each issue, the assigned AO will track taskings and recommendations made throughout the governance process. Additionally, the AO will track status of action information on topics elevated at each successive level, as appropriate. The AO will document final recommendations and submit to the secretariat within 5 business days. (T-3)

7.7. Release of Information. Information/recommendations made during sessions will be released in accordance with the direction of the Chair.

**8. Waivers to this Instruction.** In exceptional cases, it may be necessary to deviate from this instruction when it is in the best interest of effective and efficient AFPC AS operations. Submit waiver requests to the AFPC AS secretariat for review and approval. The AFPC AS secretariat will forward appropriate waiver requests to AFPC/CA for review and approval.

MARGARET B. POORE, Maj Gen, USAF  
Commander

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 36-502, *Managing Civilian Personnel Resources*, 30 March 1994

AFI 33-360, *Publications and Forms Management*, 25 September 2013

AFMAN 33-363, *Management of Records*, 1 March 2008

***Adopted Form***

AF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**A1**—Directorate of Manpower, Personnel and Services

**AFPC**—Air Force Personnel Center

**AFPOA**—AF Personnel Operations Agency

**AFRIMs**—Air Force Records Information Management System

**AO**—Action Officer

**APF**—Appropriated Fund

**ARC**—Air Reserve Component Representative

**AS**—Advisory Structure

**CA**—Executive Advisor

**CC**—Commander

**CCC**—Command Chief

**CCG**—Guard Representative

**CCR**—Reserve Representative

**COOP**—Contingency of Operations Plan

**DPL**—Training

**DS**—Directorate of Staff

**DSF**—Facilities

**FM**—Financial Management

**HAF**—Headquarters Air Force

**IAW**—In Accordance with

**IT**—Information Technology

**JA**—Judge Advocate

**NAF**—Nonappropriated Fund



**OPR**—Office of Primary Responsibility

**RDS**—Records Disposition Schedule

**WG**—Working Group

***Terms***

**Tier 0 (T-0)**—Determined by respective non-AF authority (e.g. Congress, White House, Office of Secretary of Defense, Joint Staff). The waiver authority is non-applicable, or external to AF.

**Tier 1 (T-1)**—Non-compliance puts Airmen, Commanders or the USAF strongly at risk of mission or program failure, death, injury, legal jeopardy or unacceptable fraud, waste or abuse. The waiver authority is the MAJCOM/CC, delegable no lower than MAJCOM Director, with the concurrence of the AFI Certifying Official.

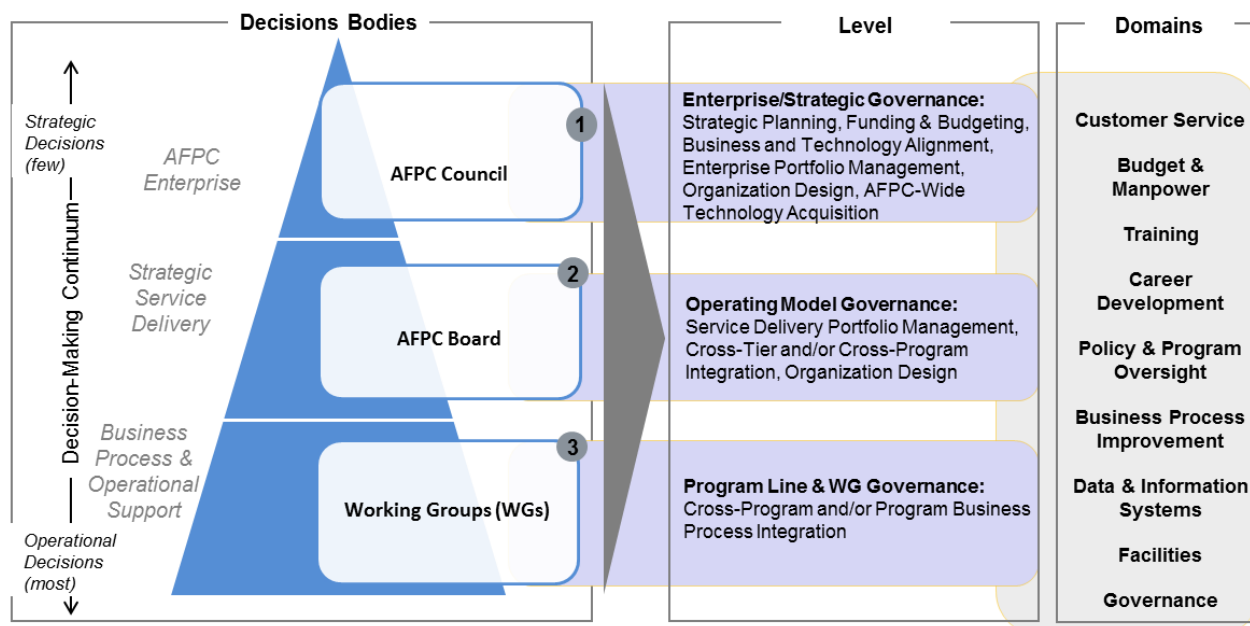
**Tier 2 (T-2)**—Non-compliance may degrade mission or program effectiveness or efficiency and has potential to create moderate risk of mission or program failure, injury, legal jeopardy or unacceptable fraud, waste or abuse. The waiver authority is the MAJCOM/CC (delegable no lower than MAJCOM Director).

**Tier 3 (T-3)**—Non-compliance may limit mission or program effectiveness or efficiency and has a relatively remote potential to create risk of mission or program failure, injury, legal jeopardy or unacceptable fraud, waste, or abuse. The waiver authority is the Wing/DRU/FOA/CC (delegable no lower than Group/CC or equivalent).

## Attachment 2

## AFPC GOVERNANCE PROCESS

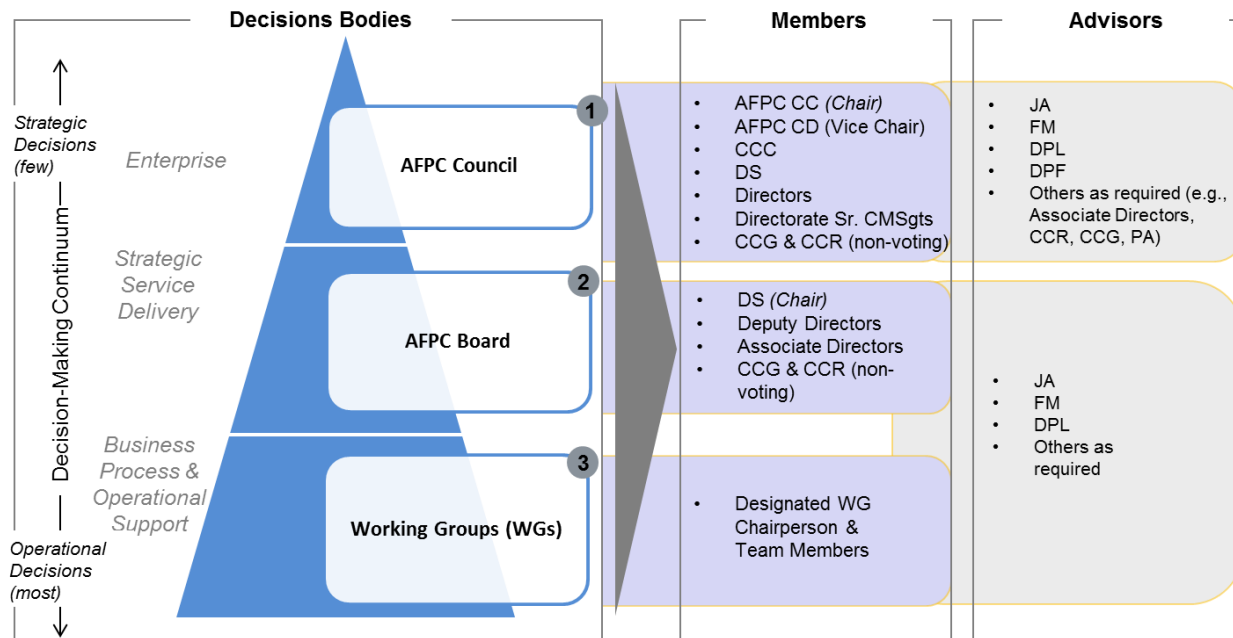
Figure A2.1. AFPC Governance Process.



### Attachment 3

## ADVISORY STRUCTURE

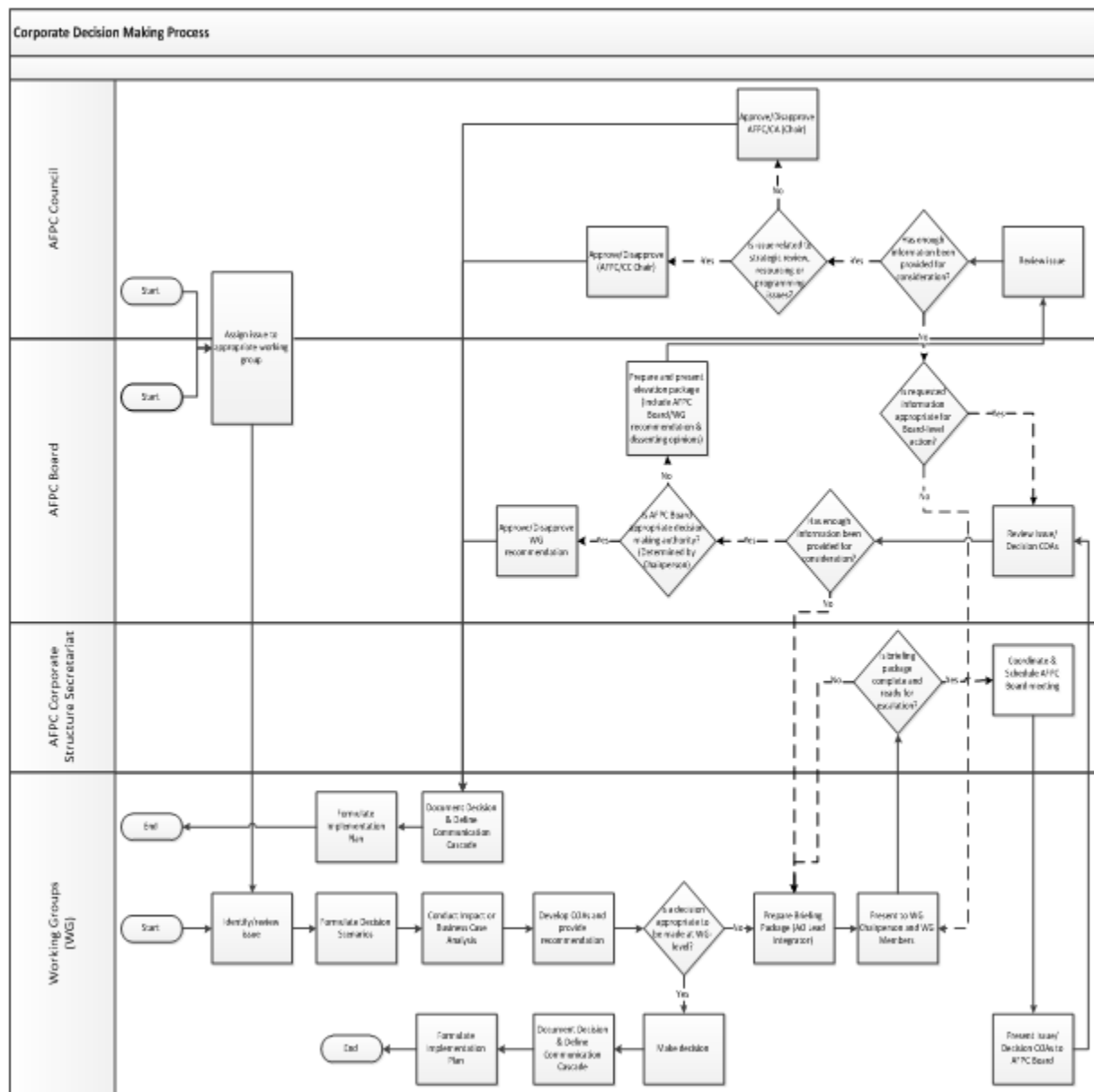
Figure A3.1. Advisory Structure.



## Attachment 4

## AFPC GOVERNANCE STRUCTURE RECOMMENDATION PROCESS

Figure A4.1. AFPC Governance Structure Recommendation Process.



**Attachment 5****EVENT BRIEF OUTLINE****Title of Briefing - SUBJECT**

**EXPECTED OUTCOME:** \_\_\_\_ Decision \_\_\_\_ Direction \_\_\_\_ Information Only

**ISSUE:**

- State the issue clearly; keep the statement brief and use simple, common terms
- Spell out all acronyms the first time used

**BACKGROUND:**

- Provide concise, relevant background information; frame issue if new or unknown
- When did you last brief CC/CA?
- What's happened since we last met? (internal or external events, decisions, etc.)
- What upcoming events are driving this meeting?

**VIEWS OF OTHERS:**

- Summarize potential conflicts or differing positions as articulated from the Air Staff, HQ AFPC or other levels
- Summarize why your view is preferred over views of others—focus on specific facts

**STAFF VIEW:**

- Your 2-Ltr position/analysis if sponsoring from outside HQ AFPC
- Identify any coordination with other 2-Ltrs and/or other organizations
- Outline issues/concerns identified by others within HQ AFPC

**RECOMMENDED ACTION FOR AFPC/CC/CA:**

- What feedback are you expecting from CC/CA?
- What decisions are you expecting from CC/CA?
- What action is required from CC/CA?

**Attachment 6****AFPC COUNCIL, BOARD AND WORKING GROUP MINUTES FORMAT****SUBJECT:****MEETING DATE:****TIME/PLACE:****CHAIRPERSON: BRIEFER:****MEMBERS PRESENT:****PURPOSE:** (Overall reason presentation sent through the AFPC Corporate Process)**PRESENTATION:** (How the information was collected, presented, etc.)**DISCUSSION/ISSUES:** (Capture key discussion points and any dissenting opinions or issues presented)**RECOMMENDATION/DECISION:** (Specific recommendation [s]; also include any major recommended changes to briefing charts)**ACTION ITEMS:** (List all actions resulting from the meeting, the assigned OPR and projected completion date)**PREPARER:** (Name/Office Symbol/Extension) \_\_\_\_\_**Briefing Board or Group Member Approval:** (Name/Office Symbol/Extension)  
(Attach briefing slides to minutes)